

79-0765

OTR 79-3000

14 MAR 1979

MEMORANDUM FOR: Director of Central Intelligence
VIA: Deputy Director of Central Intelligence
FROM: Don I. Wortman
Deputy Director for Administration
SUBJECT: Management Training Program

1. Action Requested: The Office of Training (OTR) recommends that you approve a revised management training program in response to your request that Agency supervisors and managers receive management training on an expedited basis.

2. Background: OTR analysis and review by outside consultants of CIA's ongoing management training program indicate that both an expansion of course offerings for new supervisors and a realignment of subject matter at various levels of training will meet the needs of Agency managers. Dr. Zenon Zannetos was initially consulted in December 1978, after your request was received. After reviewing the entire management training curriculum, Dr. Zannetos recommended that action be taken to separate what he calls "management education"--the human relations and interpersonal skills needed by all managers--from "administrative training"--the administrative procedures and processes appropriate to managers at various levels in the organization. He also assessed the pros and cons of a crash program. A copy of Dr. Zannetos' findings is contained in Attachment 1.

The consulting team of the National Academy for Public Administration (NAPA), which reviewed OTR management training and the recommendations of Dr. Zannetos, shares with him the opinion that selecting individuals for supervisory positions

SUBJECT: Management Training Program

and ensuring those so selected receive relevant management training is the critical issue. This is being addressed in the NAPA report.

3. Staff Position: The initial implementation of Dr. Zannetos' recommendations would be to establish an expanded program for new supervisors. OTR proposes to establish a one-week course, Fundamentals of Supervision, which concentrates on interpersonal skills, and a second one-week segment, Fundamentals of Administration, which takes up the administrative skills appropriate to new supervisors. The program, which would train approximately 200 new supervisors annually, is described in detail in a Training Bulletin contained in Attachment 2. A second step, to be accomplished in the balance of FY 1979, would be to realign the subject matter of courses offered for middle managers which have a combined annual capacity of 192.

For your information, Attachment 3 presents a list of training courses under the proposed new program which identifies training for various managerial levels, and annual capacities and cumulative attendance for courses which are already underway.

4. Recommendation: The Office of Training recommends that you approve the expanded and revised management training program as outlined above in response to your request for expanding the training opportunities for CIA managers.

DON WORTMAN
Don I. Wortman

Attachments:

- 1 - Letter from Dr. Zannetos
- 2 - Training Bulletin
- 3 - Developmental Training for Managers

SUBJECT: Management Training Program

APPROVED:
Director of Central Intelligence

DISAPPROVED:
Director of Central Intelligence

DATE: _____

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SUBJECT: Management Training Program

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ORIGINATOR:

Harry E. Fitzwater
Director of Training

DATE: 1 MAR 1979